

FALL 2010 CLASS SCHEDULE

ESSENTIALS OF MANAGEMENT

Starts October 5 Helena

8:30 a.m. – 4:30 p.m. each day

Investment is \$565 (\$100 discount if all classes are attended as scheduled; discounts for multiple attendees from one organization)

This eight-part series addresses the needs of the first-line supervisor. It's an excellent program for new supervisors, and it will challenge seasoned supervisors and mid-level managers. Topics include teambuilding, performance management, long- and short-range planning, discipline handling, and legal issues of management. Each session runs from 8:30 a.m. – 4:30 p.m. Class schedule appears below.

- **Leading** **October 5**
- **Building** **October 6**
- **Developing 1** **October 13**
- **Developing 2** **October 14**
- **Planning** **October 19**
- **Controlling** **October 20**
- **Protecting** **October 28**
- **Synthesis** **November 4**

Participants' comments about "Essentials of Management"

"Excellent series. I strongly recommend it to any supervisor. We have already applied many things."

"I thought this was a great course! Lots of helpful information, excellent instructors."

"This was a very good training. I feel I've learned a lot in only eight days."

"I gained a great amount of information. I highly recommend this course to others. It was the most beneficial training I have attended while working at the state for the last four years."

"Lots of information to apply to my supervisory style."

"Wonderful class!"

"Enjoyed all the courses. Great job – Synthesis pulled everything together."

"Overall an excellent course – very practical to every day job issues."

"I think this course has been very helpful and informative. Great job! Thank you!"

"Although I've taken a lot of management theory, this was very pragmatic. Specifically looking at new supervisor situations."

"The whole course was very valuable for me. It answered many of my questions."

"I learned how to deal with different personalities, management procedures, and implementation techniques."

"Very good class presentation, would highly recommend it to anyone. Helped me to learn more about other state agencies."

"Great class – very worthwhile."

"EOM was a very interesting class. I enjoyed it very much and learned a lot. I feel this could be beneficial to everyone."

"Clearly the most valuable to me was the exchange of information and ideas from the other participants."

"Overall great course – I like the variety – multiple instructors, interaction."

"Found ideas I could use from each day."

"Very good class. Learned a lot and gained much information from other students."

"Exchange of ideas from different perspectives is great!"

"Great real world examples and discussion."

"Thank you for the great class!!!"

"Good course – heavy time commitment but well worth it."

"Everything is pertinent to the job. Excellent management tools."

"I recommend this course to anyone interested in management. Excellent course content, group activities, and instructors. I think you've done a great job of fine tuning this course."

"The course was very informative, well organized, and presented."

"I felt the whole course was well designed and presented. I learned a lot, and the course reinforced much of my personal philosophies about management and dealing with people."

"This was a wonderful class. I wouldn't change anything."

"I think every employee would benefit from attending this training. Even if they are not interested in taking a management position, they could gain valuable insights."

"Great ideas presented, especially through the class discussion."

"This training has been of enormous assistance in providing me with the skills to perform my job more effectively."

"The exercises were great. The course was very thorough and useful."

"This was a wonderful course!"

"This class was very interesting and informative. I appreciate the common sense format. It was easy to apply the concepts to my day-to-day activities. Thanks!!"

"This course provided a good overall presentation of information that will be helpful to me as a manager."

"This course has provided a variety of tools for me to use as a new manager. The instructors were insightful, knowledgeable, and helpful. My classmates were wonderful! What a great experience. Thank you."

"This course gives a good overview of common problems and how to deal with them. As a group we discussed the issues, and it is very helpful in managing these problems."

"The whole EOM series has been extremely helpful as I deal with reorganization and teambuilding issues in my workplace. Thanks for your good work and guidance."

"The various teachers and formats were good. I reviewed the entire course content today and appreciate how thorough it is."

"I loved the course!"

"The entire course was the best training I've ever been to."

"I was impressed with the course. I have suggested that more people from my company attend."

"This class is absolutely necessary to all supervisors, managers, and administrators."

"Very good information. Should be required for all new supervisors."

"The overall course has been very informative, interesting, open, and a great package of tools that can be applied to using different approaches in management."

"Good class. Thought-provoking."

"Best training I have ever been to! Well worth my time and the cost. I will recommend it to others."

"Highly recommend EOM for every manager; it should be required for all managers every five years!"

"I think the whole course was well organized, very professional, and highly educational. I have already used some of the tools and techniques and have plans to use others as well."

"This course opened up a lot of ideas and ways to deal with the issues. I learned a lot in this course."

"I think this class will help me make me a better manager. I enjoyed it!"

"The whole program was extremely helpful in providing tools and practical information which can be applied in our workplace."

"Practical skills I can apply to make my management more effective."

"I now have the knowledge and ability to do my job correctly and with confidence."

"An excellent and well-presented course. Instructors are outstanding."

"Entire course was great!"

"The whole series was very informative and helpful to me being a first-time supervisor."

"A lot of very valuable information in an easy to follow format that I can refer back to."

"This was an enlightening course. I did learn a lot. All the instructors are wonderful. Even got me to role play which I really despise. Thank you!"

"The best thing I got from the course was how to apply management tools – discipline, planning, teambuilding – to my job. I have increased confidence as a supervisor. I'm glad I enrolled!"

"I learned to be a more effective manager. I have been told how by other people, but this class opened my eyes in different ways."

"This course has increased my confidence in becoming a manager who is better prepared to deal with conflict and discipline."

"This is a wonderful course, and I felt included in the discussion even as an 'I'."

"Overall, well done, well laid out, good organization, and excellent exercises. Discussions and practice exercises garnered good feedback."

"Time well spent. Ideally, this series should be mandatory for all employees with supervisory responsibility and optional to those seeking professional development."

"Overall 'Essentials of Management' is awesome."

"This class was very beneficial, and I gained knowledge that I know I can use."
"I am really enjoying the classes and don't want to miss anything! I've also spoken with other bureau chiefs who have taken this class too, and the unanimous verdict is that this is probably the best training any of us have ever had! It is correctly named "essentials..." I wouldn't want to try to do this job without it!"

COPING WITH THE ANGRY PUBLIC

October 5 Great Falls

8:30 a.m. - noon

Investment is \$93 (discounts for multiple attendees from one organization)

"I don't want a bunch of red tape! I just want this problem solved!" Sound familiar? If you face the public, you often face citizens with complaints. And some of these people are angry – angry enough to say things that make you angry, too. This workshop focuses on dealing successfully with the angry public and handling the stress the encounter may cause.

Participants' comments about "Coping with the Angry Public"

"I thought this course was excellent."

"Very good, down to earth."

"Thought the class was very good – great ideas and exercises."

"The best thing was the importance of body language and not interrupting."

"This topic was very timely – thank you."

"I thought the course was very informative and fun. We had an excellent teacher."

"Good stress management ideas after a tough session with the angry public."

"How to defuse most situations, but realizing that you can't do it all the time."

"How to relate to customers in a non-aggressive way."

"To be a better listener and don't take things personally."

"The value of silence in confrontation. Some different phrasing for things! I am already saying, "I find it difficult ..."

"Understanding the customers' viewpoints – restating what they shared."

PRINCIPLES OF UPPER MANAGEMENT

Starts October 6 Helena

8:30 a.m. to 4:30 p.m. each day

Investment is \$435 (discounts for multiple attendees from one organization)

This six-part series is designed to strengthen and expand knowledge in crucial management areas for both the new and the seasoned middle manager. It addresses crucial areas for all program managers. Class schedule is as shown below:

Managing Teams	October 6
Managing Projects	October 7
Managing Information	October 13
Ethics	October 19
Managing Budgets	October 26
Synthesis	October 27

Participants' comments about "Principles of Upper Management"

- "I really enjoyed this series. I appreciated the opportunity to meet and learn from the other participants and the instructors."
- "Different agencies presented different approaches to issues that created a new way of looking at things."
- "I appreciated the interaction with others and the sharing of expertise."
- "I appreciated the coverage of diverse issues involved in management and being with peers in other agencies."
- "Awesome!"
- "This series is very informative."
- "Great background – this course helped me in a new management position."
- "Great course! I enjoyed it and learned a lot of useful tools to help get through."
- "I thought these sessions were very informative – I can see this helping me in the very near future for movement upward. Thanks."
- "Great course!"
- "All the information was very useful!"
- "Thank you for your guidance and energy to make this class fun, interesting, and easily 'relatable' in the outside world."
- "I gained an overall understanding of upper management."
- "I liked the ability to participate freely."
- "Great class! It will help in my career advancement."
- "Overall, I learned a lot."
- "The overall course was time well spent. Excellent class."
- "I thought the class was awesome! The class size was perfect; it facilitated great discussion."
- "I really enjoyed the Principles of Upper Management. The items we covered were applicable to managing my program. The instructors were effective in getting their point across. Now I just need to implement the ideas."
- "I'm glad I took this course and was able to bring it all together in my mind. The curriculum, exercises, and discussions were beautifully dove-tailed to conclusion. Thanks very much."
- "Good class – I'm better prepared to move up the ladder."

LEGISLATURE 2011

October 14 Helena
9 a.m. – 4 p.m.
Investment is \$110

BEGINNER POWERPOINT 2007

October 14 Helena
8:30 a.m. – 4:30 p.m.
Investment is \$120 (discounts for multiple attendees from one organization)

PowerPoint has become a staple of conferences, meetings, and trainings, but audiences are grumbling over presentations that look too much alike. In this hands-on

course, participants will learn ways to design PowerPoint presentations skillfully and creatively in a laboratory setting. You may bring presentation information and a thumb drive.

Participants' comments about "Beginner PowerPoint 2007"

"I have a higher comfort level using MS2007 PowerPoint. I haven't reached proficiency, but I'm improving.

I appreciated learning the capabilities of PowerPoint to make my presentations more interesting."

"I especially appreciated having time to experiment on my slide show."

"Tons of information!"

"It was very hands-on – I actually got to practice and apply my learning to my current work!!"

"I appreciated learning about all the options available in PowerPoint and getting the practical experience using them."

"I appreciated the individual attention."

"I had no experience with PowerPoint at **all**! I feel very comfortable with this now."

"The best thing about the training was learning the vast potential this program has. I was using about 2% of it."

SUPERVISING PERFORMANCE IMPROVEMENT

October 20 Helena

8:30 a.m. to 4:30 p.m.

Cost is \$120 (discounts for multiple attendees from one organization)

One of the biggest challenges that supervisors face comes when an employee is not performing up to expected levels. Confronting the problem can be difficult because of uncertainty, defensiveness, lack of clarity, and conflict. Failing to deal with the problem only makes it worse. This workshop explores the tools needed to recognize, analyze, and address performance problems.

Participants' comments about "Supervising Performance Improvement"

"The best thing I gained from this course was an understanding there is a process with tools I can actually use in current situations. Great course!"

"Organized and logical presentation of material with lots of examples."

"Insight into things I do as a supervisor that can be changed. This should be mandatory for all supervisors."

"Very informative and valuable."

"The best thing I gained was keep it positive and don't make it personal."

"Insight on how to stay on focus when dealing with personnel issues."

"I think long-term supervisors should take this class - refresh their memories and their way of supervising."

"Learned to be specific about what is observed and communicate problems that way."

"Good ideas on approaching employees with performance issues and creating plans to resolve them."

"The AARP plan seems like an excellent tool to use. Very practical."

"The best thing was the two-minute challenge."

"I think this was a very valuable workshop, well worth the cost."

"Stressed the importance of documentation."

"Helped me understand more of what is expected of me."

"Very job related. Helpful hints were valuable."

"John gave a great presentation and made the information he shared with us understandable. It was information that I could take back and use immediately!"

"Interaction with other supervisors sharing of similar situations."

"This course gave me several tools to use that I'm confident will work and are simple to remember."

"I have a better understanding of how to correct performance problems before they get out of control."

"I'm more confident and excited about coaching."

"I appreciated the ideas on a supervisory log and better evaluation of performance."

"Truly care and listen even if you don't like or respect this individual."

"I thought the class was well-balanced and interesting."

"This helped me think through the steps in the process of discipline and documentation."

"The importance of positive feedback. Outlined steps to take for a successful interaction in a difficult situation. I wish I'd had this class a year ago."

"Tools to assist me with problems with employees."

"Confidence with regard to handling a difficult employee. The ability to be comfortable and firm with the outcome."

"The details on how to approach and deal with a conflicting situation."

"I gained ideas on how to deal with employees who are not performing in a way that gets results without creating more problems."

"Outlining of communication and performance improvement tactics for addressing employees."

"I gained multiple strategies for communication and staying focused, and documenting performance at the time of occurrence."

"Once again PDC delivered a wonderful presentation, the caliber of any other national training group. It kept us engaged the whole day."

"Good examples of feedback and new ideas for positive interactions."

"I appreciated the information on breaking the cycle of mistrust."

"A good insight on motivation and communication importance."

"Good job, professional, succinct, allowed good discussion."

"Thank you! I have more ideas as to how to handle situations and possibly avoid future problems."

"I liked the delineation between performance and conduct issues."

"The best thing about the course was the proper and legal procedures of dealing with a discipline issue."

"I appreciated the real-life examples."

"This course cleared up some of my confusion about the requirements of progressive discipline."

I appreciated the information on how to begin the formal performance improvement plan and how to address problems in a more tactful way.”

“Very good flow of information and examples.”

“Good course and good practical, usable information.”

“Lots of great info, kept our attention, right amount of humor.”

“Great resources on performance improvement!”

“It was a good course, short and local. John gave us good ideas and tools to use as supervisors.”

“Helped me think about items from both sides of the coin (boss and employee). Better understanding of best ways to deal with some problems.”

“The understanding of how to deal with and document employee performance – what is important, AND what is not.”

“I appreciated the ways to rebuild trust and a the reminder to not only think but speak good feedback.”

“I appreciated the progressive improvement plan. The group discussion helped me realize that emotion is not a bad thing.”

“Understanding that I need to get employee’s agreement as to the problem and their input as to its solution.”

“This was very pertinent to supervisors. Lots of examples and good use of time.”

“Reinforced the idea that it makes more sense to acknowledge the positive.”

“I appreciated the coaching skills.”

“Great course. Provided many workable skills and practices!”

I appreciated the steps to keep little problems from becoming big problems.”

“I can use the flow chart, the coaching plan, and deflector techniques.”

ALL KIDDING ASIDE: PREVENTING HARASSMENT

October 21 Helena

8:30 a.m. – noon

Investment is \$93 (discounts for multiple attendees from one organization)

Available for 3.0 CLE Credits

Harassment takes many forms, both blatant and subtle. A person's sex, race, national origin, age, religion, or political views may be the target of harassment. It is important that all employees understand what harassment is and how to prevent it.

Participants’ comments about "All Kidding Aside: Preventing Harassment"

"Good discussion points, examining the aspects and complexities of different situations."

"Very effective. Thank you."

"I feel more comfortable in dealing with abusive behavior and language."

"Very open and informative."

"Input from the group helped shed new light on my perceptions."

"Gave me a new perspective on several issues."

"Concise guidelines as to what actually constitutes harassment."

"Good discussion on communication styles."

"Understanding gender differences that could lead to different interpretations."

"Good examples that explained the legal language."

"Learned the different forms of harassment."
"More awareness for potential problems."
"Gave me a better understanding of when harassment has actually occurred."
"Good, open environment which led to productive discussion."
"Think before you speak."
"How to recognize trouble when it develops and also how to take action. Great interactive class,"
"Definitions, boundaries, and courses of action to prevent harassment."
"I thought this was a very useful class – even if to just raise my own awareness of my behavior and how I might affect others."
"Differences between how men and women see things."
"Information on Montana statutes."
"John backed up key concepts with real-life case information showing applications of the law and outcomes."
"Good course – informative and presented in an enjoyable manner."
"John does a very good job presenting information. He's funny but serious."
"I personally find it offensive that I'm required to attend classes to cover the liability of the state!"
"Good food for thought."
"Differences between women's and men's outlooks on same circumstances. Awareness of liability issues."
"Very informative."
"John is a very good instructor with excellent balance in communication."
"Thanks – this was much less painful than everyone thought it would be."
"Group exercises helped make discussion of what could have been boring material fun."
"Learning the legal issues and processes when filing a charge was valuable as was the clarification on 'reasonable accommodation.'"
"The class has made me aware of some 'danger' zones and will help me in my new job."
"Very specific examples."
"The best part was the open format and questions answered."
"I learned a new approach to interacting in the workplace – more conscious of how my words, acts, and deeds affect others."
"The best thing was learning about differences in body language between men and women."
"A good reminder to be aware of others' feelings with all interactions."
"Real life examples were helpful."
"I liked the discussion and the examples. It makes it real."
"Lots of usual information presented in a way that was easy to follow. Enjoyed the examples and the humor."

BASIC PURCHASING METHODS AND PROCEDURES

October 21 Helena

8:30 a.m. to 4:30 p.m.

Investment is \$35

Procuring equipment and services for your agency can be a harrowing experience, if you don't have the right tools. This session covers procurement ethics, resources, levels of authority, and delegation. It also covers the procurement tools used for small purchases, limited solicitation, sole source, and sole brand.

Participants' comments about "Basics of Purchasing Methods and Procedures"

- "Better understanding of state procurement and available resources."
- "Gained the knowledge that our agency needs to do a better job with purchasing."
- "Great training – very comprehensive."
- "I liked the group discussions and the examples that explained the 'why.'"
- "Better understanding on what I have been doing."
- "Penny was great at explaining some difficult terms, lessons and teaching a difficult subject. Kept me focused and interested throughout the day."
- "I gained an awareness of terminology, policies, and procedures for state purchasing and am now familiar with resources available to help ensure policies are complied with."
- "Now I know that there is information on the web to help me answer more questions."
- "I am new to this, so this class just gave me all of the knowledge and basics I need for my job. It helped out a lot. Thanks!"
- "Good instructor, real examples, and discussion with students."
- "Gained valuable knowledge of where to go for information for all aspects of purchasing, contracts, etc."
- "Great overview and helped trigger areas to improve or tools to utilize."
- "A lot of information and resources that will be use. Thanks."
- "A good awareness and understanding of basic procedures and available resources."
- "How the state process works and the laws it works through. Website to find information if I have questions."
- "This is one of the best courses that I have taken and would send everyone in my division that deals with contracts to it and the advanced RFP course."
- "Where to go to find information was valuable."
- "Appreciated the purchases to contract information."
- "Excellent knowledge of material. Gave examples to clarify materials. Requested and encouraged class participation."
- "Learning about items that require prior approval before buying and who to contact to get approval."
- "Penny's expertise inspires, and her availability is refreshing to agencies."
- "The best thing was the website directions for access to available information."
- "I was very impressed! I was skeptical that I would make it all day. It was actually great!!!"
- "I realized our agency needs to tighten up on purchasing, contract practices and procedures."
- "Very helpful information. I gained an understanding of the purchasing process, threshold amounts, and forms required."

"I have a better understanding of state procurement laws and rules, and how to find more information on the correct process to procure services and supplies."
"Very comprehensive overview of state purchasing – lots of good information on where to go for more details."

BASICS OF MANAGEMENT

Starts November 3 Helena

8:30 a.m. – 4:30 p.m. each day

Investment is \$435 (discounts for multiple attendees from one organization)

This series involves those who are not now in a management position, but whom their agency sees as having leadership potential. Participants complete an assessment before the series and again following the series. Those who pass the post-assessment receive a recommendation that this training count as one-year constructive credit for supervisory experience or as a deciding factor when assessing substantially equally qualified candidates for a supervisory position. Classes will take place on these dates:

- **The Assignment November 3**
- **The Job November 9**
- **The Challenge November 18**
- **The Staff November 23**
- **The Problems November 30**
- **The Choices December 1**

Participants' comments about "Basics of Management"

"This course was the most interesting, educational, and entertaining training I have participated in."

"So practical, with hands-on tools and skill-building to help us do our jobs better."

"This course was excellent. Going through the course made me aware of the many challenges a manager faces as part of the job."

"The instructors of this course presented the material in a way that made the class fun to be in while learning."

"I would recommend it to people not only thinking of becoming managers, but just for personal growth."

"You guys did a great job presenting. I enjoyed the class."

"What a wonderful learning experience. I really enjoyed the class."

"The whole course was great and insightful for me. I have been recommending this course to my colleagues."

"The whole series was great! Thanks."

"Many issues related to both job and personal relationships and self-knowledge. Great class!"

"I felt this series was very eye-opening."

"This course should be attended by anyone seeking to improve the working environment."

"I learned a lot from this class. It will help me in my promotion."

"All the courses were very informative, and the instructors were very friendly and knowledgeable. I will definitely be suggesting this course to others."

"This course would apply even to those who do not plan to become managers if only to help them deal with the public and fellow employees through the course materials on personalities, use of humor, conflict, etc."

"This class has been very helpful and timely! Thanks for all the help and ideas."

"The course was great for a new and different perspective on management."

"This course has given me the tools to feel comfortable making the move to a supervisory position. Thank you."

"Good course! Useful tools."

"Overall the entire course was very informative. I learned a lot! Thanks."

"This course will change my views on supervising other people."

"This course is really good for someone who has not supervised people very often. I think it will help my relationship with employees."

"Great course! It really helped me evaluate my interest and potential in management."

"I truly enjoyed each session and have found what I learned to be beneficial."

"This was an excellent seminar. Every day was helpful and relevant. The discussions with peers were very helpful. I'm glad I had the opportunity to take the course."

"The management series was helpful. I liked the small, diverse class. I like the concept of 'inclusion, control, and respect.'"

"This course was very interesting and informative. I believe this will help me move forward in a more positive manner. I will be discussing this course and what I learned with my supervisor."

"This class was a great eye opener and a good step to learning about others."

"A true heads-up about being a supervisor in state government. Tons of things to think about."

"I loved this course, very eye-opening for me. I know what my bosses are going through every day."

"The whole course was very informative, and I would highly recommend this course to others."

"This was good stuff. Thanks."

"I have never gotten so much out of a class before. Not only did it address how to be a good manager, it told me how and why to deal with things. Real life scenarios. Thank you very much."

"This was a very interesting course. I enjoyed interacting with other agency personnel and sharing ideas with them throughout the class discussions. Very good class!!"

"Overall, I found the course very beneficial. Even though I'm not a supervisor, I gained valuable skills to help me manage my work more effectively and work better with others to a common goal."

"All six components of this course were very interesting and beneficial to me as an employee and potential supervisor."

EXCELLENT ASSISTANT SERIES

Begins November 10 Helena

Investment is \$330 (discounts for multiple attendees from one organization)

This series is designed for administrative support personnel. It offers practical tips and tools for persons whose main job is helping others. Sessions are especially designed for the administrative assistants. One on-line session is especially designed for the supervisors of those assistants. The sessions and dates are:

Managing Priorities /Getting Organized	November 10 (8:30 a.m. – 4:30 p.m.)
Communicating Clearly/ Writing Effectively	November 17 (8:30 a.m. – 4:30 p.m.)
Customer Service	November 30 (8:30 a.m. – noon)
Working as a Team	December 2 (8:30 a.m. – 2: 30 p.m.)

Participants' comments about "Excellent Assistant Series"

"The whole series is something all support staff should take. I will recommend it to co-workers."

"I have enjoyed these courses very much. Most of the classes will help out a lot."

"I believe that the entire series was a wonderful learning experience."

"I came to the course for a 'refresher' and was pleasantly surprised to be 're-charged' with practical, helpful ideas."

"I learned a lot from each course. I'm sure I will use these new tools."

"I really enjoyed taking this course; it helped me brush on all aspects of administrative support positions, from grammar to communicating with difficult people. The interactions and teamwork was very helpful. Great instructors!"

"This was a great course. It covers many views and problems people have and different ways to solve them. Everything that I've learned I can use some way."

"This series has been very helpful to me. It brought some wonderful ideas to my attention – I feel I will be able to better myself at my job because of these classes. They were very informative and fun!!"

"The series was excellent. It was enjoyable, and I looked forward to each day and was not disappointed."

"The course as a whole was incredibly helpful, and I will be recommending it for others in our office. I think all the main things assistants struggle with were included. Thank you!"

"This is a great refresher course, and a good reminder to use the skills in this course to remain successful."

"Great series – not only educational – also entertaining."

"Loved the series! I will recommend it to others."

ADVANCED PURCHASING METHODS AND PROCEDURES

November 10 Helena

8:30 a.m. to 4:30 p.m.

Investment is \$35

This session covers building, writing, opening, and awarding Request for Proposals, Invitation for Bids, and Requests for Information. It also focuses on advanced

procurement issues such as leasing vs. buying, public access, protests, grants, and ethics.

Participants' comments about "Advanced Purchasing Methods and Procedures"

"The best thing was the updates on policy changes and suggestions for vendor problems and possible solutions."

"Better understanding of tools and when to use them. "The best thing was the updates on policy changes and suggestions for vendor problems and possible solutions."

"I now have a broader understanding of state process and documentation."

"I have a better understanding of the legalities and details involved in the RFP process."

"Well worth the time taken – will recommend it to others."

"Lots of good information."

"The best thing about the class was the insurance detail information and where liability could fall –state vs. contractor."

"I gained additional knowledge of purchasing issues, especially IFBs and RFPs, contract language."

"Filled in lots of blanks for me."

"Working knowledge and implementation and application to 'gray' areas."

"Open-forum format used was a refreshing training tool."

"Explanation of legalities and wording was very understandable. Well presented."

"Penny does a great job giving examples!"

"Loved the course. Good information presented in a practical manner."

"Now I understand more of the reasons we do all these processes and the difference between IFB and RFPs."

"Lots of material, better understanding of the big picture."

"Lots of great examples – very helpful in seeing how it is applied."

RECORDS AND INFORMATION MANAGEMENT

November 17

Helena

8:30 a.m. – noon

Investment is \$72

Available for 3.0 CLE credits

In an age when agencies are generating and receiving paper and electronic records, the picture can grow fuzzy when addressing public records, state and federal requirements, technology options, and resource challenges. It's important for agencies to work smart, with procedures and practices that propel records and information management as a cost savings instead of a cost counter. This half-day class examines your agency's responsibility for managing records – what the law says, the benefits of "the basics," conversion and storage options, and establishing agency-directed retention schedules that support effective business. This class is a must for agency custodians, record coordinators, and employees responsible for managing hardcopy and electronic files.

Participants' comments about "Records and Information Management"

"I learned how the state of Montana helps agencies to implement record keeping and management."

"Liked the hands-on examples."

"I now know where to begin with our agency records and getting schedules set up. I understand way more about records and the benefits."

"Awareness of records retention and disaster recovery."

"Background about records forms and flow through development of document."

"Evaluation of boxed records we currently have stored. Need to develop indexes, retentions schedules, and storage labels."

"Better understanding of records retention and disposal. Great idea for updating our records."

"Learning more about how the process has to proceed for electronic and hard-copy records."

"Demystified the records management process."

"I learned how the process works and what is required for records management and storage."

"I learned the best way to fill out the forms."

"The best thing was learning the difference between public and private records, retention, backup, and archiving."

"This class was very well presented. Patti was attentive to questions and concerns of the participants and very friendly."

"The best thing was how to go about classifying your records to determine an appropriate retention schedule."

"Good balance of information and class discussion."

"We are developing an information management policy, and I now have a better idea of where to begin and how to proceed."

"I learned the difference between filing in private versus the public sector. I appreciated the way of categorically separating and identifying files for easy recognition and location."

"I appreciated completing the forms as a way of learning how to do this in the future."

INITIATING AND NAVIGATING THE RFP PROCESS

November 18 Helena

8:30 a.m. to 4:30 p.m.

Investment is \$35

Available for 5.5 CLE credits

This seminar is intended for anyone with actual or potential responsibility for developing, soliciting, and evaluating Request for Proposals (RFP). It will identify when to use the RFP process, how to establish proposal requirements, criteria, evaluation committees, proposal conferences, negotiations, and proposal awards and monitoring.

Participants' comments about "The RFP Process"

"Made me rethink using IFB (Invitation for Bid) process instead of RFP for pending contract at our program."

"I learned how to handle evaluations and meetings to make sure everything is fair."

"I feel confident to do the RFP I'm planning. This was one of the best trainings I have ever attended."

"I appreciated going through the RFP steps with great description. Penny took the 'fear' out of the process."

"The openness of the forum was a great learning process over all."

"I now have a better understanding of the scope."

"Great reference materials. I have more confidence in my approach to RFP/contracts."

"The best thing about the course was going through the whole process."

"Insight into the best way to formulate RFPs while mitigating risk."

"This was a great clarification on things that I see on a regular basis, but may not have fully understood its impact."

"Excellent course. Thank you very much!"

"Interesting information. I feel better about the RFP process."

"Very timely information. Presenter was very knowledgeable"

ADVANCED POWERPOINT 2007

November 18 Helena

8:30 a.m. – 4:30 p.m.

Investment is \$120 (discounts for multiple attendees from one organization)

In this hands-on session, we will create backgrounds, customize graphs and text with animation, time slides, work with 3-D effects, group and ungroup graphics, work with brightness, contrast, and transparency for effect, use hyperlinks, insert sound and video, and compress files as well as discuss elements of design. You may bring presentation information and a thumb drive.

Participants' comments about "Advanced PowerPoint 2007 Presentations"

"I appreciated the opportunity to apply the skills we discussed."

"Everything was well-balanced."

A DELICATE BALANCE: PRIVACY AND THE RIGHT TO KNOW

November 18 Glendive

8:30 a.m. to 4:30 p.m.

Investment is \$152 (discounts for multiple attendees from one organization)

6.5 CLE Credits

Agencies try to balance the public's right to know against the individual's right to privacy, yet these two rights have come into conflict on more than one occasion for government managers. This seminar addresses that problem and explores the manager's responsibility regarding public records and public meetings.

Participants' comments about "Delicate Balance: Privacy and the Right to Know"

"Best seminar I've been to in 18 years; excellent material and good class participation."

"Instructor was extremely knowledgeable about topic with supporting documents.
A good primer on privacy considerations."
"A good discussion of the issues and the foundations for decision making."
"Specific statutes, cases, opinions which can be relied on for direction."
"Knowledge of state law and statutes; allowing me to better address these issues in the future."
"I have a much better understanding of how to balance the two issues with plenty of references for advice and direction."
"I would highly recommend this course to organizations dealing with school-related issues."
"Lots of tools and learning."
"There were a great variety of issues and examples presented, provoking thought and good discussion."
"Principles clearly defined with case examples to support principles."
"Good discussions – brought out lots of issues and were food for thought."
"Balancing test – right to privacy vs. demand for disclosure."
"I have a better understand of Montana law and obligation to disclose documents and hold open meetings."
"Exercises were good and forced us to think about the issues presented. These helped us apply the law we studied during the day. Lots of group involvement was interesting. People came from a variety of backgrounds which made for some different viewpoints."
"Specific knowledge that has direct application to things I am currently working on."
"Great information. I have several ideas that I can take back to my office and use."
"Enjoyed the entire class. One of the best training sessions I have taken as a state employee. Very beneficial for all those dealing with personnel files and issues."
"The course helped provide a basis for applying balancing."
"Really an outstanding overview of a very murky subject."
"John consistently does a good job with challenging subjects."
"Good course – thought provoking. Thank you."
"Best speaker and course I've attended that's been put on by the state."
"Examples of case histories were very useful for understanding material presented."
"Real life examples of how courts have applied the balancing test."
"Excellent presenter, extremely knowledgeable."
"Definition of what is or is not a public meeting and public record."
"Excellent information."
"Very well done. I have a clearer understanding of the issues. Good practical application information."
"Great examples and subject matter."
"This course was much needed, clear, and should be presented to all people who work in government positions."

"Very informational. I appreciated not only the information, but also the case law behind it."

"Addresses specific problems of state employees."

"This class was very informative and relevant to the issues I deal with routinely."

"I will recommend this course to our attorneys and record keeping personnel."

"Applicable knowledge to actually use in the day-to-day work environment."

"I have a better understanding of the balancing test and now know more about circumstances for closing meetings."

"This class was very good. I learned a lot about privacy and am glad I was able to attend."

"The open discussion facilitated my awareness and knowledge of privacy and confidential rights."

"Our agency does not have a policy in place for public to request information. This class has helped in crafting this policy and guidelines."

STATE ETHICS LAW

November 19 Glendive

9 a.m. to noon

Investment is \$82 (discounts for multiple attendees from one organization)

2.5 CLE Ethics Credits

The statutory Code of Ethics applies to all employees of state and local government. It's important for all employees to know what it says. This seminar will provide an overview of the law in plain English.

Participants' comments about "State Ethics Law"

"John is always great – great humor, good knowledge, good trainer."

"A better understanding of where to look for and interpret ethics question."

"John has good rapport and encourages open discussion among attendees. I never felt 'cut-off' in presenting ideas or viewpoints."

"Excellent overview of Montana ethics law and practice."

"Very informative and interesting."

"Succinct handouts outlining primary provisions of Ethics Law and great discussions on many 'hypothetical' situations."

"Great class."

"Good information covering a very misunderstood aspect of our jobs."

"Excellent information."

"Clear explanation of legal environment and how it relates to ethical environment."

"This was a good overview of a complicated subject with enough lecture to get a basic grasp but focused on group work on case studies that really helped me understand the real-life application of the state ethics law."

"One of the best presenters I have heard. Very interactive, helpful and interesting; he did a great job."

"The best part was the insight into the specific laws pertaining to ethics."

"This was my first exposure to state ethics laws, and I enjoyed hearing about it."

"Good analysis of state ethics laws and the issues they raise in everyday work situations."

"Discussion among participants was interesting and lively. Appreciated some clarification of law."

"Very interesting and thought provoking."

"Discussion of real life situations involving ethical issues."

APPROACHING SUPERVISION

November 30 Bozeman

8:30 a.m. – 4:30 p.m.

Cost is \$120 (discounts for multiple attendees from one organization)

Promotions to supervisory positions generally come on the heels of technical proficiency in the work of the unit. But supervision entails an entirely different set of skills, a new type of job. This seminar identifies the overall role and scope of supervision and the skills, abilities, and personal principles needed to perform the job well.

Participants' comments about "Approaching Supervision"

"It was well organized and stayed on track which helped cover more material, all of which was relevant."

"Useful tools and tips to assist me in my management role."

"Great class - I learned a lot from it."

"Helped me recognize some of the 'normal' things people go through when taking a new position."

"Clarification of supervisor's role and responsibility."

"How to communicate better in pressure situations."

"Best part: seven things not to do as a supervisor. Instructor did a good job of responding to questions and giving examples."

"Wonderful instructor, great speaker, easy to listen to, would definitely attend another of his presentations."

"The best thing about the course was the encouragement of better listening and communication skills."

"Affirmed a lot of my beliefs on how to be a good supervisor. I was very happy with what was presented in the time frame allowed."

"The best thing was the concept of matching leadership style to an employee's needs."

"Appreciated learning what kind of leader I am."

"The best thing I gained was the recognition of the range of human styles, progression of feeling in transition."

"I gained a better understanding of what a supervisor's role is and is not."

"This was a very good course. It gave a lot of insight to being and becoming a better manager."

"Better understanding of how to effectively supervise my area. What areas/skills I need to work on personally."

"I highly recommend others to take this class. Thank you for the opportunity."

"This class changed my opinion of what my role is and what supervisory power is."

"I learned that my leadership style needs to change according to the circumstances."

"This class was informative, well-presented, entertaining, with good feedback, insight, and knowledge that can be applied in any situation."

"Director/Coach/Supporter/Delegator concept and the need to vary response depending on the need of the individual was the most beneficial part of the workshop."

"Very worthwhile class. Thank you."

"Great class! Thank you."

"A better understanding of how both sides look at supervision and how best to handle it from the supervision side."

"Great course, good discussion among the group, made the course very interesting."

"Renewed awareness of supervisor/employee relations."

"This course showed me what kind of leader/manager I would be and see areas that I can improve on, such as communications, before I become a manager, making me a better manager in the long run."

"Learning about using different leadership styles in different situations."

"I liked the way you addressed and valued all comments and managed to bring discussion back to topic."

"New ideas, new perspective. Insight into myself."

"Learning how to become a more effective supervisor and dealing with different types of employees."

"The best thing was examining the leadership styles and suiting the leadership to the person/situation."

"Realizing how important communication is!"

"The ability to adjust my coaching skills as required by the situation."

"Learned different ways to support and manage people."

"Learned what a supervisor is NOT responsible for."

"The transition model for new supervisors was very interesting. Knowing that some of these changes are expected."

"Clear understanding of what a supervisory position requires."

"Learned more about communicating and being supportive."

"Improving communication skills and delegating tasks."

"Learned what the gains and losses are in becoming a supervisor."

"Learned that you can't motivate your workers but if you motivate yourself it will help others."

"The most valuable thing about this course was the understanding of how the basics of management sometimes aren't black and white. Good concepts."

"John kept the group engaged, had good examples, transitioned from topic to topic well."

"The information that different types of situations require a different type of supervision was valuable."

"Provided very useful information for a beginning supervisor."

ROBERT'S RULES OF ORDER

December 2 Helena

8:30 a.m. - noon

Investment is \$93 (discounts for multiple attendees from one organization)

There are some basic principles and procedures that apply to all decision-making processes, whether you are a manager trying to lead a work team or an officer in an organization trying to conduct a meeting. These principles and procedures are referred to formally as parliamentary procedure. The **Professional Development Center** will offer *Robert's Rules of Order*, one man's discussion of parliamentary procedure that has become the leading authority in most organizations today.

Participants' comments about "Robert's Rules of Order"

"Great handouts."

"I especially appreciated the 'cheat sheet'."

"I liked the handouts on the 'Summary of Motions'."

"I liked the freedom to discuss real incidents."

"I have a better understanding of how to run a meeting and how to use motions."

"Wow!! What a fabulous learning experience! Very concise and informative. I appreciated that time spent on answering all participants' questions."

"Entire content was very helpful. The instructor provided very good examples while applying content."

"I have a new awareness of the importance of by-laws."

"Great class! Thanks."

"I appreciated the question and answer session."

"I really appreciated the questions to ask for the Bylaws Review."

"The basics of conducting meetings following established procedures; protocols and decision making options were valuable."

"I learned methods for controlling meetings."

MONTANA'S WRONGFUL DISCHARGE ACT

December 7 Helena

8:30 a.m. – noon

Investment is \$93 (discounts for multiple attendees from one organization)

Available for 3.0 CLE credits

The Montana Legislature uniquely addressed a major area of law -- it passed the Wrongful Discharge from Employment Act. The Act balances the rights of employers with protection for employees. It imposes important responsibilities on both parties. This course is appropriate for anyone who wants to learn about the Montana statutes and important case law interpreting them.

Participants' comments about "Montana's Wrongful Discharge Act"

"I have a better understanding of the wrongful discharge and laws and how they apply in which cases."

"Excellent reference to case law which helped me understand the act better."

"Working through the cases in the small groups was great to gain other's perspectives."

"The review of current cases law and case studies was great."

"Concrete examples of case law, applied to real life situations was helpful."

"The course materials provided a valuable synopsis of the various case holdings and distinctions made."

"This was a thorough review of statutory development of WDA and court decisions."

MEETING-FUL MINUTES

December 8 Helena

8:30 a.m. - noon

Investment is \$93 (discounts for multiple attendees from one organization)

Do your hands cramp up at the thought of recording meeting minutes? Do you question what information you should record and what you should leave out? You're not alone. This half-day workshop will give you the tools needed to take effective notes and to write meaningful minutes.

Participants' comments about "Meeting-ful Minutes"

"This was a great course. Very interactive, which helps immensely."

"Great ideas and experiences shared were very helpful."

"Excellent instructor, very helpful!"

"Wonderful presentation, lots of resources, and useful information."

"Validated what I currently do and gave me tips for improvement."

"Lots of ideas for me. Cornell system is very interesting."

"Templates are very valuable."

"Group discussion on individual short cuts. I gained some GREAT ideas by hearing what works for others."

"I found setting up forms and abbreviations helpful."

"New tips on how to make my minutes more useful and the information easier to find."

"I found that I was not alone in my frustrations."

"I was given all kinds of helpful information and forms."

"Good ideas for formats, before meeting preparations, what to record and what to leave out, methods of recording."

"How to summarize better."

"This is one of the best workshops I have attended."

"Great ideas on how to organize minutes more effectively."

"Great balance. Always appreciate having handouts as reference."

"Everything was to the point and informative. I was able to understand."

"Understanding what should be done before, during, and after a meeting to insure accuracy."

"I will highly recommend this course to all that I know it could benefit."

"I liked all the legal information and tips of 'grammar and punctuation' that has changed."

"This is one of most educational and clear classes I have taken."

"This was the best seminar I've attended all year! I like the small class and how organized the workshop was."

"Very informative. Note talking and especially releasing minutes to the public was valuable."

"Great class, very informative. Glad I came."

"I found this course very interesting. Incorporating some English rules is awesome. Jane knows here stuff, and I would take a writing class taught by her. Thanks!"

"This class definitely defined the essentials of minutes and showed me what is legally necessary."

"I learned how to shorten my minutes, but still have them contain all the important information."

"I liked the clear rules about what to include in minutes and how they are best formatted."

"I appreciated the short cuts for taking minutes and the requirements of Public Notice of meeting and agenda."

"I found a lot of helpful hints and tips from this class that will be very helpful to me."

"Raised my level of confidence with regard to minute-taking."

"Know what to record" worksheet is very valuable."

"Entire class was very informative."

"This class was helpful in what should be in minutes. Answered a lot of my questions."

"All my questions were answered. Really enjoyed the class."

"Thank you – this was the first training in a long time that didn't make me yawn."

"I have gained the knowledge to better organize notes for meetings."

"I gained more knowledge of what and what not to include, how to summarize so that the minutes are not a 'novel'."

"I learned how other counties do their minutes, procedures, content, and examples."

"Precise information on the details of minute-taking"

"How to take easy and to the point minutes."

"I liked the idea of using the agenda with spaces after the topics as a template."

EFFECTIVE PRESENTATIONS

December 14	1 to 4:30 p.m.
December 15	8:30 a.m. to 4:30 p.m.
December 16	8:30 a.m. to 4:30 p.m.
December 17	8:30 a.m. to noon
Helena	

Investment is \$239 (discounts for multiple attendees from one organization)

Anyone who wishes to improve his or her skills in public speaking and giving presentations to groups of all sizes will benefit from this 21-hour workshop. It takes the participant through the various steps necessary to develop and present effective public presentations, including developing PowerPoint 2007 presentations. Each participant will be videotaped twice while making actual presentations.

Participants' comments about "Effective Presentations"

"Exceeded my expectations. I especially liked the videotaping and the feedback from other participants. Builds confidence and offers good pointers."

"Gained confidence; I'm less nervous. Personal video critique will help in future presentations. Comments helpful."

"Liked the speaking to adults and involving the adult learner."

"Very helpful – I learned what to do to be better prepared. The evaluations from the class member plus the instructors are of great value."

"Liked being made aware of fine tuning speeches, i.e., stance, use of visuals."

"I learned some very valuable tips. It's very helpful to see yourself on tape."

"A closer look at my flaws and tips on how to overcome them. A lot of balance and variety."

"Overall, very good course, built my confidence, gave me a lot of tips to help me in future. I will recommend it to others. Thank you."

"Different ideas and implementation of presentations. Ways to present."

"Very positive attitude. Enjoyed the class very much."

"Thank you for the class. The video taping helped me."

"Good, valuable workshop."

"I learned more self-confidence and tools to organize better."

"Great workshop – lots of practical information and tools."

"I will recommend this course to several at my office."

"Best PDC training yet!"

"I learned a lot of helpful techniques to present or to make my presentation more effective – wonderful class!"

"Video taping was an excellent tool."

"How to use nervous energy and make it productive. Really prepare and practice."

"This was one of the best classes I have taken – I would recommend it to everyone."

"Learning confidence and knowing your audience. The videotape worked wonderfully – I was very nervous at first."

"I am very pleased with this course and will let others know it is a great one."

"I am more self-confident after only three days!"

"I didn't look as scared or lame-brained as I felt – videotaping is not death!"

"I gained a trust in the abilities I already have. Presentations aren't so hard when you get out of your head."

"I think this has been a wonderful class!"

"I gained a lot of confidence regarding presentations. I was able to see where to make improvements and feel able to do so."

"I learned a new breathing technique! It was good to get feedback and to see that I do not come off as ridiculous as I feel!"

"Don't lose the camera. It was a love/hate relationship. I don't like seeing myself, but it was very useful."

"Everything was super interesting. I enjoyed it and thought it was very helpful to be videotaped."

WARM: WRITING ADMINISTRATIVE RULES OF MONTANA

December 15 8:30 a.m. to 4:30 p.m.

December 16 8:30 a.m. to noon

Investment is \$153 (discounts for multiple attendees from one organization)

Available for 10 CLE Credits

This workshop will explore the ins and outs of writing rules. The content covers the entire rulemaking process, from legislative delegation to replacement pages for ARM. It includes practical exercises on style, reasonable necessity, and responding to comments.

Participants' comments about "WARM: Writing Administrative Rules of Montana"

- "Very interesting class; appreciate the stimulating and thought-provoking exercises."
- "Provided material that will be relied upon."
- "Best short course I've had. John is knowledgeable, great presentation skills, devotes energy to keeping it interesting."
- "I now have the ability to go back to my job and have a beginning point and guidance of what and how to complete the task of writing rules."
- "I have a better understanding of the legislative side of rule making."
- "I appreciated the reference sources which are a foundation to build on."
- "Better understanding of the process of writing ARM's and where to find information."
- "Ability to write rules and follow guidelines to achieve the department's goals."
- "I liked the work sessions. I like hands-on approach."
- "The material in the packet will be useful when writing rules."
- "I learned a lot of the "back office" end of rule writing which is exactly what I needed."
- "Immediately useful."
- "The best thing was the practical exercise in evaluating comments and drafting responses."
- "Excellent course. Made a boring subject fun and interesting while actually learning."
- "Good, focused discussions. Having the pertinent statutes, ARMS, and other documents available in one place for further reference was helpful."
- "An excellent overview with usable reference information."
- "A better understanding of the rule writing process including style, format, and content."
- "John Moore's courses are always informative, educational, and entertaining. Thanks."
- "I now have a greater level of confidence in writing rules."
- "Great class – I would highly recommend to others."
- "I have a much greater 'comfort level' as I approach the process of rule-making."
- "Very, very pleased with the course."
- "Overall an excellent course, very helpful in explaining the process of rule writing."
- "Great class! Very informative."
- "John did an outstanding job –great combination of knowledge, humor, and public speaking."
- "I implement rules in my job; now I know where they started."
- "Starting from scratch was very informative."
- "I appreciated the tips to create a valid rule."
- "John made the course interesting and kept us thinking."

"The best thing about the course was the overview of the entire process, the time frames, and the steps"

"Good information. You make working with rules fun."

"Great background in rule-making."

"Excellent class. Great learning tools on rule writing."

"Best government instructor I've had."

"Most interesting state training I've ever attended."

"I dreaded the course fearing dry and too deep. John brought life to a potentially horrific class!"

"The idea scares me to death, but now I think I could at least attempt a try at it. Thank you."

"I understand the process much better and wish I had had this class a year ago. I think it was great and very helpful."

"The balance was very good. The exercises were great and necessary."

"Valuable information on style and language."

"A very good overall look at how rules are looked at and written."

"Understand the difference between statutes and rules and why administrative rules are written."

"The best part was understanding the whole process."

"Even though I've written rules for a few years, this class was very helpful."

"I now have a sense of direction for the project ahead."

"A real life run through of the process with comments about what it means and how it works."

"I thought this was the most interesting educational session I have taken since working with the state."

"John took a tough subject and made it interesting and held our attention."

"Course was comprehensive. Included discussion, examples, and exercises. Materials are outstanding, and John was very knowledgeable."

"John makes technical stuff seem fun!"

"I felt the material was very well presented in a format that worked well. Frankly much better than I anticipated."

"I now have a knowledge of resources to use when working on rules."

"Very detailed materials for reference and thorough discussion of pertinent concerns in the process."

"The hands-on exercises with follow-up of sample responses were great."

"I was able to see the start-to-finish process of a rule and the many facets it entails."

"I appreciated the discussion on how to handle proposed rule comments."

"I appreciated the comfortable atmosphere with different stimuli and activities to keep our attention on sometimes difficult material."

"I feel I have a much better understanding of the rule-making process."

"For a very highly dreaded topic, this was really as interesting as possible. I have a lot more respect for the people who can do this well."

"Very helpful tools to go back and reference when it comes time to write/revise rules."

"Open discussion among all participants really facilitated learning. John Moore is an outstanding instructor. He knows when to get us back on track, but really allowed us to share ideas."

"I increased my confidence in my ability to complete the ARM process and to assist staff with the process. This class provided reference material to use when I get to doing the rules. Thank you!"

"This should be a required course for every administrator, director, bureau chief in state government."

"I appreciated the framework and reference to help shape the things I had done previously (e.g. Oh! Aha! That's why).

"Good oversight, lots of details and examples, helpful activities to apply what we learned. I feel more confident about a previously 'daunting' task."

ALL KIDDING ASIDE: PREVENTING HARASSMENT

December 21 Helena

8:30 a.m. – noon

Investment is \$93 (discounts for multiple attendees from one organization)

Available for 3.0 CLE Credits

Harassment takes many forms, both blatant and subtle. A person's sex, race, national origin, age, religion, or political views may be the target of harassment. It is important that all employees understand what harassment is and how to prevent it.

Participants' comments about "All Kidding Aside: Preventing Harassment"

"Good discussion points, examining the aspects and complexities of different situations."

"Very effective. Thank you."

"I feel more comfortable in dealing with abusive behavior and language."

"Very open and informative."

"Input from the group helped shed new light on my perceptions."

"Gave me a new perspective on several issues."

"Concise guidelines as to what actually constitutes harassment."

"Good discussion on communication styles."

"Understanding gender differences that could lead to different interpretations."

"Good examples that explained the legal language."

"Learned the different forms of harassment."

"More awareness for potential problems."

"Gave me a better understanding of when harassment has actually occurred."

"Good, open environment which led to productive discussion."

"Think before you speak."

"How to recognize trouble when it develops and also how to take action. Great interactive class"

"Definitions, boundaries, and courses of action to prevent harassment."

"I thought this was a very useful class – even to just raise my own awareness of my behavior and how I might affect others."

"Differences between how men and women see things."

"Information on Montana statutes."

"John backed up key concepts with real-life case information showing applications of the law and outcomes."

"Good course – informative and presented in an enjoyable manner."

"John does a very good job presenting information. He's funny but serious."

"Good food for thought."

"Differences between women's and men's outlooks on same circumstances. Awareness of liability issues."

"Very informative."

"John is a very good instructor with excellent balance in communication."

"Thanks – this was much less painful than everyone thought it would be."

"Group exercises helped make discussion of what could have been boring material fun."

"Learning the legal issues and processes when filing a charge was valuable as was the clarification on 'reasonable accommodation.'"

"The class has made me aware of some 'danger' zones and will help me in my new job."

"Very specific examples."

"The best part was the open format and questions answered."

"I learned a new approach to interacting in the workplace – more conscious of how my words, acts, and deeds affect others."

"The best thing was learning about differences in body language between men and women."

"A good reminder to be aware of others' feelings with all interactions."

"Real life examples were helpful."

"I liked the discussion and the examples. It makes it real."

"Lots of usual information presented in a way that was easy to follow. Enjoyed the examples and the humor."